

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

23 March 1979

National Intelligence Officers

MEMORANDUM FOR: Chief, NFAC Coordination Staff

25X1 FROM:
National Intelligence Officer for China

SUBJECT: Review of Finished Intelligence

In response to your questions, I offer the following, bearing in mind that in the short time I have been here there have not been a great number of occasions to produce finished intelligence.

a. I frequently, but not invariably, ask for comments from the producing offices. I do not attempt coordination when questions of sensitivity (need to know) and/or speed appear controlling.

b. Such reviews are frequently but not always helpful. Sometimes there is little feedback from the offices. I do not consider production office views binding, but generally modify the text to take into account differing views. The occasion has not arisen, but I can visualize situations where I might produce a paper precisely to counter a position taken by one or another of the production offices.

c. I do not see much of the products of the offices in draft. At best the opportunity to review drafts is a hit-or-miss business.

d. I have encountered few problems in getting the offices to take my views into account.

e. The utility of coordination varies. It can sometimes degrade the product of a good or outstanding analyst. It usually improves the product of a journeyman analyst. In cases where different disciplines are involved (i.e., political-economic, military-political), it is at least a necessary and frequently essential. More generally, in my view, an NIO has responsibility for the shape of the product in his area of competence; this can only be discharged by review of the product.



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